

DOUGLAS A. DUCEY
GOVERNOR



MINA MENDEZ
CHAIRMAN

ARIZONA BOARD OF EXECUTIVE CLEMENCY
1645 West Jefferson, Suite 101 ~ Phoenix, Arizona 85007-3000
PHONE (602) 542-5656 ~ FAX (602) 542-5680

August 31, 2022

The Honorable Douglas A. Ducey
Governor of the State of Arizona
1700 West Washington Street, 9th Floor
Phoenix, AZ 85007

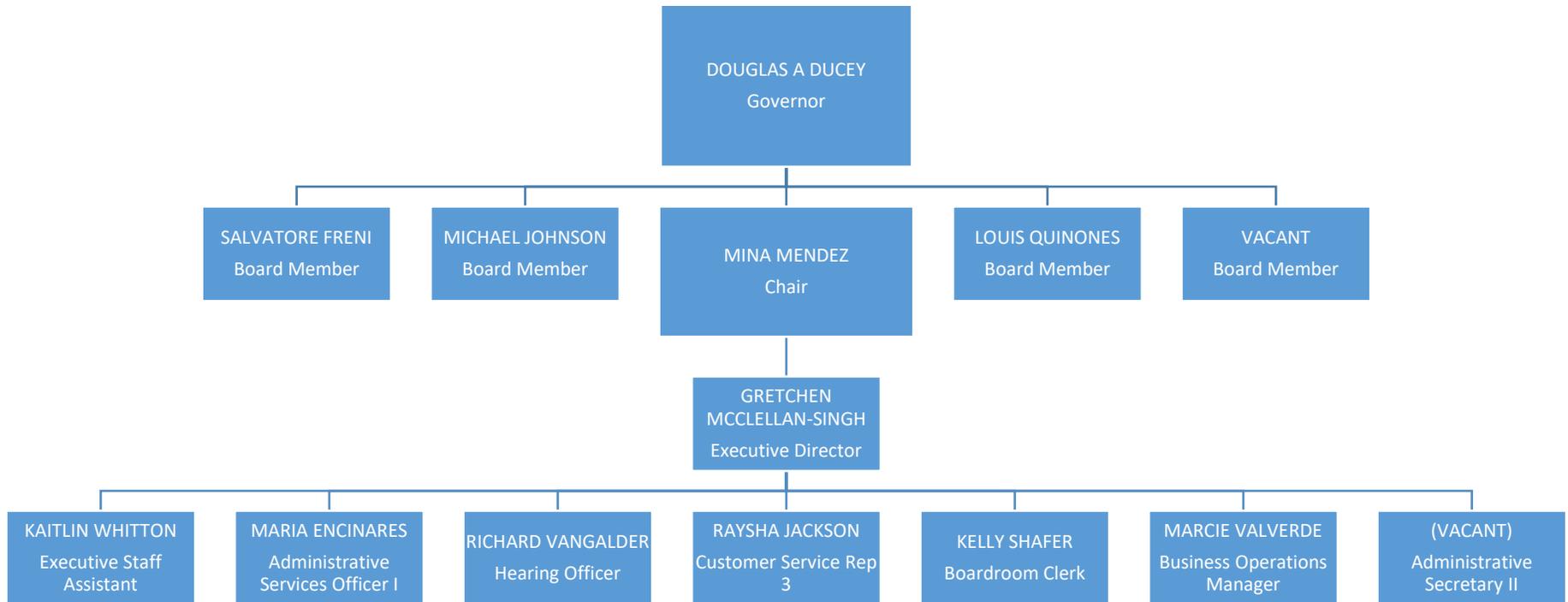
Dear Governor Ducey,

On behalf of the Arizona Board of Executive Clemency, I submit to you the Fiscal Year 2024 Budget Plan and five-year Strategic Plan. This submittal reflects the priorities you established and the Board's responsibility to ensure Arizona's government is fiscally responsible.

Sincerely,

A handwritten signature in black ink, appearing to read "Gretchen McClellan-Singh".

Gretchen McClellan-Singh
Executive Director
Arizona Board of Executive Clemency



Revenue Schedule

Agency: Board of Executive Clemency

Fund: PP2500 IGA and ISA Fund

AFIS Code	Category of Receipt and Description	FY 2022	FY 2023	FY 2024
4369	OTHER INTER-AGENCY REVENUE	20.7	24.5	24.5
4901	OPERATING TRANSFERS IN	2.7	0.0	0.0
Fund Total:		23.4	24.5	24.5

Sources and Uses of Funds

Agency: Board of Executive Clemency

Fund: PP2500 IGA and ISA Fund

Cash Flow Summary	Actual FY 2022	Estimate FY 2023	Estimate FY 2024
Balance Forward from Prior Year	0.1	0.1	0.1
Revenue (From Revenue Schedule)	23.4	24.5	24.5
Total Available	23.5	24.6	24.6
Total Appropriated Disbursements	0.0	0.0	0.0
Total Non-Appropriated Disbursements	23.4	24.5	24.5
Balance Forward to Next Year	0.1	0.1	0.1

Non-Appropriated Expenditure	Actual FY 2022	Estimate FY 2023	Estimate FY 2024
Expenditure Categories			
Personal Services	14.0	15.4	15.4
Employee Related Expenses	9.3	9.1	9.1
Prof. And Outside Services	0.0	0.0	0.0
Travel - In State	0.0	0.0	0.0
Travel - Out of State	0.0	0.0	0.0
Food	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0
Other Operating Expenses	0.1	0.0	0.0
Equipment	0.0	0.0	0.0
Capital Outlay	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0
Transfers	0.0	0.0	0.0
Expenditure Categories Total:	23.4	24.5	24.5
Cap Transfer due to Fund Balance	0.0	0.0	0.0
Residual Equity Transfer	0.0	0.0	0.0
Prior Commitments or Obligated Expenditures	0.0	0.0	0.0
Non Appropriated 27th Pay Roll	0.0	0.0	0.0
Non-Appropriated Expenditure Total:	23.4	24.5	24.5
Non-Appropriated FTE:	0.5	0.5	0.5

Fund Description

OSP:

Funding Issues List

Agency: Board of Executive Clemency

FY 2024

Priority	Funding Issue Title	Total FTE	Total Amount	General Fund	Other Aprop. Funds	Non-App Funds
1	Increased Rental Costs	0.0	35.0	35.0	0.0	0.0
2	Electronic Record Document Management System	0.0	56.0	56.0	0.0	0.0
	Total:	0.0	91.0	91.0	0.0	0.0
	Decision Package Total:	0.0	91.0	91.0	0.0	0.0

Funding Issue Detail

Agency: Board of Executive Clemency

Issue: 1 Increased Rental Costs

Program:	Board of Executive Clemency	Calculated ERE:	\$0.00
Fund:	AA1000-A General Fund (Appropriated)	Uniform Allowance:	\$0.00

Expenditure Categories	FY 2024
FTE	0.0
Personal Services	0.0
Employee Related Expenses	0.0
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	35.0
Equipment	0.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	35.0

Issue: 2 Electronic Record Document Management System

Program:	Board of Executive Clemency	Calculated ERE:	\$0.00
Fund:	AA1000-A General Fund (Appropriated)	Uniform Allowance:	\$0.00

Expenditure Categories	FY 2024
FTE	0.0
Personal Services	0.0
Employee Related Expenses	0.0
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	45.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	11.0
Equipment	0.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	56.0

Increased Rental Costs: Priority #1

Description of issue and how recommending the agency's request furthers the agency's mandates:

The Arizona Board of Executive Clemency received notice in fiscal year 2022 that the current office location was going to be demolished in early fiscal year 2023. Working with the Arizona Department of Administration, the Board was presented with several options for a new office location. The location selected meets the business needs of the Board and is the most cost effective option that was presented and acceptable. All options presented would have resulted in increased annual rental costs that were not anticipated at the time of the fiscal year 2023 budget submission.

Proposal: The Board proposes an increase to Other Operating Expenses in the amount of \$35,000 to cover the increased rental costs associated with the Board's new location.

Alternatives considered and reasons for rejection: While other locations were originally reviewed and considered, there are no current alternatives available at this time. The Board has entered into a seven year lease with the new landlord.

Impact of not funding this fiscal year: If funding is not provided for this increased rental costs there would be an impact to operating expenses. Board operations would be impacted as regular operating budget lines would have to be reallocated to cover the increased rental costs.

Statutory reference: ARS § 31-401, et al.

Equipment to be purchased if applicable: N/A

Classification of new positions: N/A

Annualization(s): \$35,000

Electronic Record Document Management System: Priority #2

Description of issue and how recommending the agency's request furthers the agency's mandates: The Arizona Board of Executive Clemency currently maintains a paper master file for all individuals who appear before the Board for parole, commutation, pardon, or reprieve hearings. In preparation for a hearing, staff provides paper copies of application packets to each Board member. In fiscal year 2022 the Board conducted 1,550 total hearings in which 3-6 paper packets were prepared, utilized, and destroyed after the hearings. The preparation of packets uses various resources. Paper is consumed at a very high rate; an average of 12 cartons per month, at a cost of \$9,840.00 per year. The copier is leased and on average processing 6,200 images a month, at a cost of \$00.0428 per image (\$3,100 per year) plus ink and toner costs. In addition, staff members spend several hours per week making and distributing paper copies to Board members.

Currently, when the Board receives a request for public records the paper file is pulled, scanned and redacted. The redacted copy is stored on a google drive and must be searched for when requested again, or when ready for destruction. Audio and video recording records are maintained in another google drive location and also must be searched for when requested again, or when ready for destruction. Once certain retention schedule guidelines are reached, the current process for records management requires the physical master file be pulled and sent to an off site file storage location. There are costs for transporting files to and from storage and for on-going storage of files at a third party vendor. Physical hard files can become misfiled, misplaced, and easily lost. If one staff member is working with the master file, no one else is able to access the records. Also, staff members do not have access to the file records from their laptops when working remotely.

The sheer volume of paper copies involved in the current file process has a significant impact on efficiency, resource consumption and budget. Many other state agencies have converted to a paperless system due to the fiscal and environmental impact of paper based processes.

Proposal: The Board proposes to implement an electronic record document management system called ViewCenter through ICM Document Solutions, to convert to a paperless file and record system. By utilizing an electronic record document management system, records can be accessed from any location, and by multiple people simultaneously. The master file records, audio and video files, photographs, and redacted copies would all be maintained in one electronic record increasing agency efficiency overall. This would drastically reduce the amount of time spent by staff in locating records, fulfilling public records requests, and complying with records retention guidelines. This would also greatly reduce costs of paper, ink, toner, copier costs, file transport, storage, and other office supplies associated with maintaining paper master files.

The initial investment cost is estimated at \$9,500 and the recurring annual cost is estimated at \$5,500. At the present time it is estimated that the Board has 246 boxes that need to be

scanned into the electronic format. Scanning existing paper records is an average estimated cost of \$200 per box for a total estimated cost of \$41,000. The total proposal is estimated at \$56,000.

The availability of electronic records that are easily accessed, maintained, and destroyed in accordance with retention guidelines directly supports the mission of the Arizona Board of Executive Clemency and leads to greater efficiency, transparency and accountability to the public.

Alternatives considered and reasons for rejection: The current paper process would remain in place if this proposal is rejected. Board members must have information contained in the packets for review and preparation; and, the master file must be maintained according to retention schedules. Without an electronic record document management system those records will continue to be in physical paper formats.

Impact of not funding this fiscal year: Without funding this fiscal year for an electronic record document management system the move to a paperless system will be further delayed.

Statutory reference: ARS § 31-401, et al.

Equipment to be purchased if applicable: N/A

Classification of new positions: N/A

Annualization(s): \$5,500

One-time costs: \$50,500

Total funding proposal: \$56,000

Budgetary Estimate

Pricing in accordance with AZ State Contract ADSPO18-185890 – Document Management Services, unless otherwise indicated.

Qty	Description	Price Per	Total Per Month	Total Price
	ViewCenter Licensing - Cloud Deployment			
12	License Type - Named	\$35.00	\$420.00	\$5,040.00
	Named - taxed @ 8.6%			\$433.44
0	License Type - Concurrent	\$108.00	\$0.00	\$0.00
	Concurrent - taxed @ 8.6%			\$0.00
10	Cloud Storage	\$0.14	\$1.40	\$16.80
	Cloud Storage - taxed @ 8.6%			\$1.44
unlimited	iCapture - Scan/Electronic Import			Included
	FormsCenter			Included
	Bulk Import Tool			Included
	Implementation - IT Services			
28	IT Services - ViewCenter Implementation Bundle	\$110.00		\$3,080.00
	90 Day Software Success Guarantee			Included
8	IT Services - Retention Scripts (if needed)	\$110.00		\$880.00
	Systems Integration			
	API Key			Included
	Maintenance & Support			
	Maintenance & Support			Included
	Total First Year Investment			\$9,451.68
	Total Recurring Annual Cost			\$5,491.68

Billing & Terms *Scanning \$41,000*

- Unless otherwise noted, this proposal is valid through 10/31/2022.
- Any increase in the Scope of Services for this project will result in a reassessment of time, resources, and adjustment of proposed fees.
- ICM’s State Contract ADSPO18-185890 – Document Management Services payment terms are 1% 15 Net 30 days.
- Annual hosting fees (licensing and storage) are billed after project kickoff, while implementation is billed upon go live. Go live will serve as the effective hosting term; the second year of annual hosting fees will be billed one year from this date, and each year thereafter.
- Users and storage to be reviewed before the end of each annual hosting period for any necessary adjustments.
- Additional licenses can be purchased at any time throughout the annual period and will be prorated to match the next annual renewal. If changes to existing licenses are made during an existing annual period that result in a credit due to AZBOEC, the credit will be applied to the next annual renewal.

Change Order Management

A Change Order is defined as any revision, addition, or removal of requirements identified by ICM/«Company». Should a change order be requested and confirmed as out of scope, documentation will be created by ICM with details of the change request, along with the proposed timeline and an estimate for «Company» to approve prior to implementation, as necessary. Causes for change orders to be created include additional features or enhancements

Summary of Expenditure and Budget Request for All Funds

Agency: Board of Executive Clemency

Appropriated

		FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Cost Center/Program:					
1	Board of Executive Clemency	1,152.4	1,336.8	91.0	1,427.8
		1,152.4	1,336.8	91.0	1,427.8
Expenditure Categories					
	FTE	14.0	14.0	0.0	14.0
	Personal Services	635.6	764.3	0.0	764.3
	Employee Related Expenses	219.9	277.3	0.0	277.3
	Professional and Outside Services	5.7	32.4	45.0	77.4
	Travel In-State	0.3	13.6	0.0	13.6
	Travel Out of State	0.8	0.0	0.0	0.0
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
	Other Operating Expenses	238.1	239.2	46.0	285.2
	Equipment	15.1	10.0	0.0	10.0
	Capital Outlay	34.2	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	2.7	0.0	0.0	0.0
Expenditure Categories Total:		1,152.4	1,336.8	91.0	1,427.8

Summary of Expenditure and Budget Request for All Funds

Agency: Board of Executive Clemency

Non-Appropriated

		FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Cost Center/Program:					
1	Board of Executive Clemency	23.4	24.5	0.0	24.5
		23.4	24.5	0.0	24.5
Expenditure Categories					
	FTE	0.5	0.5	0.0	0.5
	Personal Services	14.0	15.4	0.0	15.4
	Employee Related Expenses	9.3	9.1	0.0	9.1
	Professional and Outside Services	0.0	0.0	0.0	0.0
	Travel In-State	0.0	0.0	0.0	0.0
	Travel Out of State	0.0	0.0	0.0	0.0
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
	Other Operating Expenses	0.1	0.0	0.0	0.0
	Equipment	0.0	0.0	0.0	0.0
	Capital Outlay	0.0	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:		23.4	24.5	0.0	24.5

Summary of Expenditure and Budget Request for All Funds

Agency: Board of Executive Clemency

Agency Total for All Funds:	1,175.8	1,361.3	91.0	1,452.3			
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Summary of Expenditure and Budget Request for Selected Funds

Agency: Board of Executive Clemency

Fund: AA1000 General Fund (Appropriated)

		FY 2022	FY 2023	FY 2024	FY 2024
		Actual	Expd. Plan	Fund. Issue	Total Request
Cost Center/Program:					
1	Board of Executive Clemency	1,152.4	1,336.8	91.0	1,427.8
		1,152.4	1,336.8	91.0	1,427.8
Expenditure Categories					
	FTE	14.0	14.0	0.0	14.0
	Personal Services	635.6	764.3	0.0	764.3
	Employee Related Expenses	219.9	277.3	0.0	277.3
	Professional and Outside Services	5.7	32.4	45.0	77.4
	Travel In-State	0.3	13.6	0.0	13.6
	Travel Out of State	0.8	0.0	0.0	0.0
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
	Other Operating Expenses	238.1	239.2	46.0	285.2
	Equipment	15.1	10.0	0.0	10.0
	Capital Outlay	34.2	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	2.7	0.0	0.0	0.0
Expenditure Categories Total:		1,152.4	1,336.8	91.0	1,427.8
Fund Total:		1,152.4	1,336.8	91.0	1,427.8

Summary of Expenditure and Budget Request for Selected Funds

Agency:	Board of Executive Clemency
Fund:	PP2500 IGA and ISA Fund (Non-Appropriated)

	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Cost Center/Program:				
1 Board of Executive Clemency	23.4	24.5	0.0	24.5
	23.4	24.5	0.0	24.5
Expenditure Categories				
FTE	0.5	0.5	0.0	0.5
Personal Services	14.0	15.4	0.0	15.4
Employee Related Expenses	9.3	9.1	0.0	9.1
Professional and Outside Services	0.0	0.0	0.0	0.0
Travel In-State	0.0	0.0	0.0	0.0
Travel Out of State	0.0	0.0	0.0	0.0
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
Other Operating Expenses	0.1	0.0	0.0	0.0
Equipment	0.0	0.0	0.0	0.0
Capital Outlay	0.0	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	23.4	24.5	0.0	24.5
Fund Total:	23.4	24.5	0.0	24.5

Summary of Expenditure and Budget Request for Selected Funds

Agency:	Board of Executive Clemency
Fund:	PP2500 IGA and ISA Fund (Non-Appropriated)

	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Agency Total for Selected Funds	1,175.8	1,361.3	91.0	1,452.3

Program Summary of Expenditures and Budget Request

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

		FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Program Summary					
1-1	Board of Executive Clemency	1,175.8	1,361.3	91.0	1,452.3
	Program Summary Total:	1,175.8	1,361.3	91.0	1,452.3
Expenditure Categories					
0000	FTE Positions	14.5	14.5	0.0	14.5
6000	Personal Services	649.6	779.7	0.0	779.7
6100	Employee Related Expenses	229.2	286.4	0.0	286.4
6200	Professional and Outside Services	5.7	32.4	45.0	77.4
6500	Travel In-State	0.3	13.6	0.0	13.6
6600	Travel Out of State	0.8	0.0	0.0	0.0
6700	Food	0.0	0.0	0.0	0.0
6800	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000	Other Operating Expenses	238.2	239.2	46.0	285.2
8000	Equipment	15.1	10.0	0.0	10.0
8100	Capital Outlay	34.2	0.0	0.0	0.0
8600	Debt Service	0.0	0.0	0.0	0.0
9000	Cost Allocation	0.0	0.0	0.0	0.0
9100	Transfers	2.7	0.0	0.0	0.0
	Expenditure Categories Total:	1,175.8	1,361.3	91.0	1,452.3
Fund Source					
Appropriated Funds					
AA1000-A	General Fund (Appropriated)	1,152.4	1,336.8	91.0	1,427.8
		1,152.4	1,336.8	91.0	1,427.8
Non-Appropriated Funds					
PP2500-N	IGA and ISA Fund (Non-Appropriated)	23.4	24.5	0.0	24.5
		23.4	24.5	0.0	24.5
	Fund Source Total:	1,175.8	1,361.3	91.0	1,452.3

Program Group Summary of Expenditures and Budget Request for Selected Funds

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Fund: AA1000-A General Fund (Appropriated)				
Program Expenditures				
COST CENTER/PROGRAM BUDGET UNIT				
1-1 Board of Executive Clemency	1,152.4	1,336.8	91.0	1,427.8
Total	1,152.4	1,336.8	91.0	1,427.8

Appropriated Funding

Expenditure Categories

FTE Positions	14.0	14.0	0.0	14.0
Personal Services	635.6	764.3	0.0	764.3
Employee Related Expenses	219.9	277.3	0.0	277.3
Professional and Outside Services	5.7	32.4	45.0	77.4
Travel In-State	0.3	13.6	0.0	13.6
Travel Out of State	0.8	0.0	0.0	0.0
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
Other Operating Expenses	238.1	239.2	46.0	285.2
Equipment	15.1	10.0	0.0	10.0
Capital Outlay	34.2	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	2.7	0.0	0.0	0.0
Expenditure Categories Total:	1,152.4	1,336.8	91.0	1,427.8
Fund AA1000-A Total:	1,152.4	1,336.8	91.0	1,427.8
Program 1 Total:	1,152.4	1,336.8	91.0	1,427.8

Program Budget Unit Summary of Expenditures and Budget Request for All Funds

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

Expenditure Categories	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
0000 FTE	14.5	14.5	0.0	14.5
6000 Personal Services	649.6	779.7	0.0	779.7
6100 Employee Related Expenses	229.2	286.4	0.0	286.4
6200 Professional and Outside Services	5.7	32.4	45.0	77.4
6500 Travel In-State	0.3	13.6	0.0	13.6
6600 Travel Out of State	0.8	0.0	0.0	0.0
6700 Food	0.0	0.0	0.0	0.0
6800 Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000 Other Operating Expenses	238.2	239.2	46.0	285.2
8000 Equipment	15.1	10.0	0.0	10.0
8100 Capital Outlay	34.2	0.0	0.0	0.0
8600 Debt Service	0.0	0.0	0.0	0.0
9000 Cost Allocation	0.0	0.0	0.0	0.0
9100 Transfers	2.7	0.0	0.0	0.0
Expenditure Categories Total:	1,175.8	1,361.3	91.0	1,452.3
Fund Source				
Appropriated Funds				
AA1000-A General Fund (Appropriated)	1,152.4	1,336.8	91.0	1,427.8
	1,152.4	1,336.8	91.0	1,427.8
Non-Appropriated Funds				
PP2500-N IGA and ISA Fund (Non-Appropriated)	23.4	24.5	0.0	24.5
	23.4	24.5	0.0	24.5
Fund Source Total:	1,175.8	1,361.3	91.0	1,452.3

Program Budget Unit Summary of Expenditures and Budget Request for Selected Funds

Agency:	Board of Executive Clemency				
	FY 2022	FY 2023	FY 2024	FY 2024	
	Actual	Expd. Plan	Fund. Issue	Total Request	
Program:	Board of Executive Clemency				
Fund:	AA1000-A General Fund				
Appropriated					
0000	FTE	14.0	14.0	0.0	14.0
6000	Personal Services	635.6	764.3	0.0	764.3
6100	Employee Related Expenses	219.9	277.3	0.0	277.3
6200	Professional and Outside Services	5.7	32.4	45.0	77.4
6500	Travel In-State	0.3	13.6	0.0	13.6
6600	Travel Out of State	0.8	0.0	0.0	0.0
6700	Food	0.0	0.0	0.0	0.0
6800	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000	Other Operating Expenses	238.1	239.2	46.0	285.2
8000	Equipment	15.1	10.0	0.0	10.0
8100	Capital Outlay	34.2	0.0	0.0	0.0
8600	Debt Service	0.0	0.0	0.0	0.0
9000	Cost Allocation	0.0	0.0	0.0	0.0
9100	Transfers	2.7	0.0	0.0	0.0
Appropriated Total:		1,152.4	1,336.8	91.0	1,427.8
Fund Total:		1,152.4	1,336.8	91.0	1,427.8
Program Total For Selected Funds:		1,152.4	1,336.8	91.0	1,427.8

Program Expenditure Schedule

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan
FTE	14.5	14.5
Expenditure Category Total	14.5	14.5
Appropriated		
AA1000-A General Fund (Appropriated)	14.0	14.0
	14.0	14.0
Non-Appropriated		
PP2500-N IGA and ISA Fund (Non-Appropriated)	0.5	0.5
	0.5	0.5
Fund Source Total	14.5	14.5
<hr/>		
Personal Services	649.6	779.7
Boards and Commissions	0.0	0.0
Expenditure Category Total	649.6	779.7
Appropriated		
AA1000-A General Fund (Appropriated)	635.6	764.3
	635.6	764.3
Non-Appropriated		
PP2500-N IGA and ISA Fund (Non-Appropriated)	14.0	15.4
	14.0	15.4
Fund Source Total	649.6	779.7
<hr/>		
Employee Related Expenses	229.2	286.4
Expenditure Category Total	229.2	286.4
Appropriated		
AA1000-A General Fund (Appropriated)	219.9	277.3
	219.9	277.3
Non-Appropriated		
PP2500-N IGA and ISA Fund (Non-Appropriated)	9.3	9.1
	9.3	9.1
Fund Source Total	229.2	286.4
<hr/>		
Professional and Outside Services		32.4
External Prof/Outside Serv Budg And Appn	0.0	
External Investment Services	0.0	
Other External Financial Services	0.0	
Attorney General Legal Services	0.0	
External Legal Services	0.0	
External Engineer/Architect Cost - Exp	0.0	
External Engineer/Architect Cost- Cap	0.0	
Other Design	0.0	
Temporary Agency Services	5.7	
Hospital Services	0.0	
Other Medical Services	0.0	
Institutional Care	0.0	
Education And Training	0.0	
Vendor Travel	0.0	
Professional & Outside Services Excluded from Cost Allocat	0.0	
Vendor Travel - Non Reportable	0.0	
External Telecom Consulting Services	0.0	
Costs related to those in custody of the State	0.0	

Program Expenditure Schedule

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan
Non - Confidential Specialist Fees	0.0	
Confidential Specialist Fees	0.0	
Outside Actuarial Costs	0.0	
Other Professional And Outside Services	0.0	
Expenditure Category Total	5.7	32.4
Appropriated		
AA1000-A General Fund (Appropriated)	5.7	32.4
Fund Source Total	5.7	32.4
<hr/>		
Travel In-State	0.3	13.6
Expenditure Category Total	0.3	13.6
Appropriated		
AA1000-A General Fund (Appropriated)	0.3	13.6
Fund Source Total	0.3	13.6
<hr/>		
Travel Out of State	0.8	0.0
Expenditure Category Total	0.8	0.0
Appropriated		
AA1000-A General Fund (Appropriated)	0.8	0.0
Fund Source Total	0.8	0.0
<hr/>		
Food	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Aid to Organizations and Individuals	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Other Operating Expenses		239.2
Other Operating Expenditures Budg Approp	0.0	
Other Operating Expenditures Excluded from Cost Allocati	0.0	
Risk Management Charges To State Agency	4.3	
Risk Management Deductible - Indemnity	0.0	
Risk Management Deductible - Legal	0.0	
Risk Management Deductible - Medical	0.0	
Risk Management Deductible - Other	0.0	
Gen Liab- Non Physical-Taxable- Self Ins	0.0	
Gross Proceeds Payments To Attorneys	0.0	
General Liability- Non-Taxable- Self Ins	0.0	
Medical Malpractice - Self-Insured	0.0	
Automobile Liability - Self Insured	0.0	
General Property Damage - Self- Insured	0.0	
Automobile Physical Damage-Self Insured	0.0	
Liability Insurance Premiums	0.0	
Property Insurance Premiums	0.0	
Workers Compensation Benefit Payments	0.0	
Self Insurance - Administrative Fees	0.0	

Program Expenditure Schedule

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan
Self Insurance - Premiums	0.0	
Self Insurance - Claim Payments	0.0	
Self Insurance - Pharmacy Claims	0.0	
Premium Tax On Altcs	0.0	
Other Insurance-Related Charges	0.0	
Internal Service Data Processing	6.4	
Internal Service Data Proc- Pc/Lan	0.0	
External Programming-Mainframe/Legacy	0.0	
External Programming- Pc/Lan/Serv/Web	0.0	
External Data Entry	0.0	
Othr External Data Proc-Mainframe/Legacy	0.0	
Othr External Data Proc-Pc/Lan/Serv/Web	0.0	
Pmt for AFIS Development & Usage	0.7	
Internal Service Telecommunications	0.1	
External Telecom Long Distance-In-State	12.6	
External Telecom Long Distance-Out-State	0.0	
Other External Telecommunication Service	0.0	
Electricity	0.0	
Sanitation Waste Disposal	0.0	
Water	0.0	
Gas And Fuel Oil For Buildings	0.0	
Other Utilities	0.0	
Building Rent Charges To State Agencies	117.7	
Priv Lease To Own Bld Rent Chrgs To Agy	0.0	
Cert Of Part Bld Rent Chrgs To Agy	0.0	
Rental Of Land And Buildings	0.0	
Rental Of Computer Equipment	0.0	
Rental Of Other Machinery And Equipment	0.0	
Miscellaneous Rent	3.2	
Interest On Overdue Payments	0.0	
All Other Interest Payments	0.0	
Internal Acct/Budg/Financial Svcs	30.0	
Other Internal Services	0.0	
Repair And Maintenance - Buildings	0.0	
Repair And Maintenance - Vehicles	0.0	
Repair And Maint - Mainframe And Legacy	0.0	
Repair And Maint-Pc/Lan/Serv/Web	0.0	
Repair And Maintenance - Other Equipment	2.4	
Other Repair And Maintenance	0.0	
Software Support And Maintenance	0.6	
Uniforms	0.0	
Inmate Clothing	0.0	
Security Supplies	0.0	
Office Supplies	9.8	
Computer Supplies	0.0	
Housekeeping Supplies	0.0	
Bedding And Bath Supplies	0.0	
Drugs And Medicine Supplies	0.0	
Medical Supplies	0.0	
Dental Supplies	0.0	
Automotive And Transportation Fuels	0.0	

Program Expenditure Schedule

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan
Automotive Lubricants And Supplies	0.0	
Rpr And Maint Supplies-Not Auto Or Build	0.0	
Repair And Maintenance Supplies-Building	0.0	
Other Operating Supplies	0.2	
Publications	0.0	
Aggregate Withheld Or Paid Commissions	0.0	
Lottery Prizes	0.0	
Lottery Distribution Costs	0.0	
Material for Further Processing	0.0	
Other Resale Supplies	0.0	
Loss On Sales Of Capital Assets	0.0	
Loss on Sales of Investments	0.0	
Employee Tuition Reimbursement-Graduate	0.0	
Employee Tuition Reimb Under-Grad/Other	0.0	
Conference Registration-Attendance Fees	0.5	
Other Education And Training Costs	0.1	
Advertising	0.0	
Sponsorships	0.0	
Internal Printing	0.0	
External Printing	0.0	
Photography	0.0	
Postage And Delivery	2.7	
Document shredding and Destruction Services	1.0	
Translation and Sign Language Services	1.2	
Distribution To State Universities	0.0	
Other Intrastate Distributions	0.0	
Awards	0.0	
Entertainment And Promotional Items	0.0	
Dues	1.1	
Books- Subscriptions And Publications	0.3	
Costs For Digital Image Or Microfilm	0.0	
Revolving Fund Advances	0.0	
Credit Card Fees Over Approved Limit	0.0	
Relief Bill Expenditures	0.0	
Surplus Property Distr To State Agencies	0.0	
Security Services	43.3	
Judgments - Damages	0.0	
ICA Payments to Claimants Confidential	0.0	
Jdgmnt-Confidential Restitution To Indiv	0.0	
Judgments - Non-Confidential Restitution	0.0	
Judgments - Punitive And Compensatory	0.0	
Pmts Made to Resolve/Disputes/Avoid Costs of Litigation	0.0	
Pmts For Contracted State Inmate Labor	0.0	
Payments To State Inmates	0.0	
Bad Debt Expense	0.0	
Interview Expense	0.0	
Employee Relocations-Nontaxable	0.0	
Employee Relocations-Taxable	0.0	
Non-Confidential Invest/Legal/Law Enf	0.0	
Conf/Sensitive Invest/Legal/Undercover	0.0	
Fingerprinting, Background Checks, Etc.	0.0	

Program Expenditure Schedule

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan
Other Miscellaneous Operating	0.0	
Expenditure Category Total	238.2	239.2
Appropriated		
AA1000-A General Fund (Appropriated)	238.1	239.2
	238.1	239.2
Non-Appropriated		
PP2500-N IGA and ISA Fund (Non-Appropriated)	0.1	0.0
	0.1	0.0
Fund Source Total	238.2	239.2

Current Year Expenditures		10.0
Capital Equipment Budget And Approp	0.0	
Vehicles Capital Purchase	0.0	
Vehicles Capital Leases	0.0	
Furniture Capital Purchase	14.1	
Depreciable Works Of Art & Hist Treas/Coll Capital Purcha	0.0	
Non Depr Works Of Art & Hist Treas/Coll Cap Purchase	0.0	
Furniture Capital Leases	0.0	
Computer Equipment Capital Purchase	0.0	
Computer Equipment Capital Lease	0.0	
Telecommunication Equip-Capital Purchase	0.0	
Telecommunication Equip-Capital Lease	0.0	
Other Equipment Capital Purchase	0.0	
Other Equipment Capital Leases	0.0	
Purchased Or Licensed Software-Website	0.0	
Internally Generated Software-Website	0.0	
Development in Progress	0.0	
Right-Of-Way/Easement/Extraction Rights	0.0	
Oth Int Assets purchased, licensed or internally generate	0.0	
Other intangible assets acquired by capital lease	0.0	
Other Capital Asset Purchases	0.0	
Leasehold Improvement-Capital Purchase	0.0	
Other Capital Asset Leases	0.0	
Non-Capital Equip Budget And Approp	0.0	
Vehicles Non-Capital Purchase	0.0	
Vehicles Non-Capital Leases	0.0	
Furniture Non-Capital Purchase	0.0	
Works Of Art And Hist Treas-Non Capital	0.0	
Furniture Non-Capital Leases	0.0	
Computer Equipment Non-Capital Purchase	0.0	
Computer Equipment Non-Capital Lease	0.0	
Telecomm Equip Non-Capital Purchase	0.0	
Telecomm Equip Non-Capital Leases	0.0	
Other Equipment Non-Capital Purchase	0.0	
Weapons Non-Capital Purchase	0.0	
Other Equipment Non-Capital Lease	0.8	
Purchased Or Licensed Software/Website	0.2	
Internally Generated Software/Website	0.0	
LICENSES AND PERMITS	0.0	
Right-Of-Way/Easement/Extraction Exp	0.0	
Other Intangible Assets - Purchased, Licensed or Internall	0.0	

Program Expenditure Schedule

Agency:	Board of Executive Clemency
Program:	Board of Executive Clemency

	FY 2022 Actual	FY 2023 Expd. Plan
Noncapital Software/Web By Capital Lease	0.0	
Other Intangible Assets Acquired by Capital Lease	0.0	
Other Long Lived Tangible Assets to be Expenses	0.0	
Non-Capital Equipment Excluded from Cost Allocation	0.0	
Expenditure Category Total	15.1	10.0
Appropriated		
AA1000-A General Fund (Appropriated)	15.1	10.0
Fund Source Total	15.1	10.0
<hr/>		
Capital Outlay	34.2	0.0
Expenditure Category Total	34.2	0.0
Appropriated		
AA1000-A General Fund (Appropriated)	34.2	0.0
Fund Source Total	34.2	0.0
<hr/>		
Debt Service	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Cost Allocation	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Transfers	2.7	0.0
Expenditure Category Total	2.7	0.0
Appropriated		
AA1000-A General Fund (Appropriated)	2.7	0.0
Fund Source Total	2.7	0.0

Employee Retirement Coverage			
Retirement System	FTE	Personal Services	Fund#
Arizona State Retirement System	14.0	764.3	AA1000-A
Arizona State Retirement System	0.5	15.4	PP2500-N

Combined Regular & Elected Positions At/Above FICA Maximum of \$147,000
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Total FTE	Personal Services	FTE's not eligible for Health, Dental & Life
0.0	0.0	0.2

Administrative Costs

Agency: Board of Executive Clemency

Administrative Costs Summary

Common Administrative Area	FY 2023
Personal Services	40.0
ERE	15.0
All Other	10.0
Administrative Costs Total:	65.0

Administrative Cost / Total Expenditure Ratio

	Request	Admin %
FY 2023	1,452.3	4.5%

2022 - 2024 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

PPA 0.0	Agency Summary
	BOARD OF EXECUTIVE CLEMENCY
	Gretchen McClellan-Singh, Executive Director
	Board of Executive Clemency (602) 542-5646
	A.R.S. §§ 31-401 et seq.

Mission:

To protect public safety and contribute to a fair and effective justice system by ensuring that persons who remain a threat to society remain incarcerated and persons who no longer present a risk are released to become productive citizens.

Description:

The Board of Executive Clemency is a five-member board appointed by the Governor and is statutorily empowered to make decisions regarding:

- (a) discretionary release of those inmates who are eligible for parole and/or home arrest (inmates whose crimes were committed on or before December 31, 1993);
- (b) revocation of parole (or community supervision for crimes committed on or after January 1, 1994) for offenders found to be in violation of the terms and conditions of their release;
- (c) absolute discharge from parole; and
- (d) modification of release conditions and release rescissions.

The Board also makes clemency recommendations to the Governor on requests for commutation of sentence, including death penalty sentences, reprieves in matters related to death penalty cases, and pardons.

◆ **Goal 1** To meet hearing timeframes in accordance with the law

Objective: 1 FY2022: Number of commutation hearings are greater than number of applications in a month
 FY2023: Maintain elimination of the commutation backlog
 FY2024: Maintain elimination of the commutation backlog

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Maintain elimination of the commutation backlog	0	0	0
Number of pending pardons is under 2 (amount the board can hear in a month)	2	2	2

Objective: 2 FY2022: Schedule 90% of revocation hearings within 60 days and 100% within 90 days of arrest
 FY2023: Schedule 100% of revocation hearings within 60 days of arrest
 FY2024: Schedule 100% of revocation hearings within 60 days of arrest

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of revocation hearings (or probable cause hearings) held in a month where BOEC received the warrant within 60 days prior.	99	99.9	99.9
Percentage of revocation hearings (or probable cause hearings) held in a month where BOEC received the warrant 90 days prior or less.	100	100	100

◆ **Goal 2** To establish continuous board member training and development

Objective: 1 FY2022: Establish an ongoing training program for the board in compliance with Board policies
 FY2023: Establish an ongoing training program for the board in compliance with Board policies
 FY2024: Establish an ongoing training program for the board in compliance with Board policies

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of hour long monthly trainings put on for Board (goal of 8)	22	8	8

◆ **Goal 3** To Maintain Improvement of Imminent Danger of Death Process

Objective: 1 FY2022: Schedule hearings within 5 days of receipt
 FY2023: Schedule hearings within 5 days of receipt
 FY2024: Schedule hearings within 5 days of receipt

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Imminent Danger of Death cases heard within 5 days of receipt	100	95	95

Objective: 2 FY2022: Get Board decisions to Governor's office within 5 days of hearing
 FY2023: Get Board decisions to Governor's office within 5 days of hearing
 FY2024: Get Board decisions to Governor's office within 5 days of hearing

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percentage of Imminent Danger of Death cases submitted to Governor within 5 days of decision	100	100	100

Agency 5-Year Plan

Issue 1 Establish continuous board member training and development

Description: The Board has set the following objective for this issue:
Establish an ongoing training program for the board in compliance with Board policies (8 hours per year)

Solutions:

The Board has set the following performance indicators to ensure that the Board members are given continuous training and development:
Track number of hour long monthly trainings put on for Board(goal of 8)

Issue 2 Maintain on-going staff training and development in efforts to conduct daily operations seamlessly.

Description: The Board has set the following objectives related to this issue:
Cross-train all staff on packet preparation for all hearing types
Create standard work for all staff positions

Solutions:

The Board plans to ensure ongoing staff training and development is met by tracking the following performance indicators:
Percentage of staff members cross-trained on packed preparation
Percentage of job categories with standard work completed

Issue 3 Meet hearing timeframes in accordance with the law

Description: Caselaw establishes a goal of holding revocation hearings within 60 after a parolee or individual on community supervision has been arrested. Additionally, the Board has developed a backlog of commutation hearings due to shortage of staff and Board members. The Board has set the following objectives related to this issue:
Eliminate commutation backlog within one year
Schedule 90% of revocation hearings within 60 days and 100% within 90 days of arrest
Schedule all probable cause hearings within 10 days of arrest

Solutions:

The Board plans to ensure it is meeting hearing time frames in accordance with the law by measuring the following performance indicators:
Number of commutation hearings is greater than number of applications
Number/% of revocation hearings held in a month that were received within 60 and 90 days prior
Average number of days between arrest and a probable cause hearing

Issue 4 Maintain timeliness for Imminent Danger of Death (IDD) process

Description: An inmate may apply for compassionate release if he or she is deemed within end of life in the next 4 months or less. These hearings require the Board to act quickly to ensure release before end of life.

Solutions:

Schedule all IDD hearings with 5 business days of receipt and transmit any recommendation to the Governor's office within 5 business days.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	14.5	14.5	14.5
General Fund	1,427.8	1,427.8	1,427.8
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	24.5	24.5	24.5
Federal Funds	0.0	0.0	0.0